

**Report to** Cabinet  
9 September 2015  
**Report of** Head of city development services  
**Subject** Economic strategy action plan 2015-16

**Item**

**6**

## KEY DECISION

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### Purpose

To consider the council's *Economic strategy action plan* for the period 2015 to 2016 for publication

### Recommendations

To approve the *Economic strategy action plan 2015-16*

### Corporate and service priorities

The report helps to meet the corporate priority "A prosperous city" and the service plan priority to stimulate jobs and economic growth.

### Financial implications

The costs in implementing a new economic strategy for the city are covered within existing budgets.

**Ward/s:** All wards

**Cabinet member:** Councillor Waters - Leader

### Contact officers

Ellen Tilney                      01603 212501

### Background documents

None

## Report

### Background

1. Norwich's Economic Strategy 2013-2018 and 2014-15 Action Plan were approved by Cabinet in July 2014.
2. From 2014-15 onwards, service plans have specifically taken account of the economic strategy and relevant actions in service plans are incorporated into updated annual action plans. Such action planning also incorporates partnership activities such as those associated with the New Anglia Local Enterprise Partnership (LEP) and the Greater Norwich City Deal. Our strategy is aligned with the work of the LEP and will ensure that Norwich contributes to and benefits from the LEP's actions including the Strategic Economic Plan (SEP).
3. The four strategic objectives – Business & Enterprise, Skills & Employment, Infrastructure and Profile & Investment - each represent a coherent area of activity which in practice is populated by multiple partners and stakeholders; with many concurrent interventions and initiatives at different geographical scales. Some of the drivers of these areas of activity are well advanced with fairly sophisticated management and delivery mechanisms, while others are still in development. The council's specialised economic development resource is very small, therefore delivery of the strategy is heavily dependent upon other teams within the organisation and external partnership working. .
4. The action plan details ongoing and new activity taking place in the city to deliver jobs, homes, workspace, infrastructure and an overall improvement in local economic wellbeing and performance within a low carbon framework to ensure sustainable use of resources. As a living document, the action plan also evolves throughout the year to incorporate new areas of work in response to specific opportunities or challenges.
5. Action Plan achievements and outcomes are reviewed annually to measure progress against strategic objectives and to inform future delivery. The city's overall economic performance is monitored against a range of macro-economic indicators and also against economic performance in other UK cities.

### Economic Context

6. In the past 12 months claimant count unemployment has fallen strongly in Norwich and is now at the lowest rate since records began in 1992. The reduction has impacted across all age groups and durations of unemployment. Comparable data relating to employment is not available due to a time lag in its collection. However, given the large reductions in claimant count unemployment it is likely that corresponding increases in job numbers have taken place. It should also be noted that Jobcentre Plus has not reported any notified redundancies in Norwich for 6 consecutive months.
7. Local businesses are generally confident with businesses of all sizes, across a range of sectors reporting increasing sales, orders and recruitment. Over the

year, Norwich City Council and its partners supported the creation of 147 new businesses and council activity supported or created 375 new jobs.

8. In addition, during the first 6 months of operation to the end of March 2015 the Small Grants Programme of the New Anglia Growth Hub (developed as part of Norwich's City Deal) leveraged grant funding of £335,000 creating 91 full-time equivalent jobs in the city. The New Anglia Growing Business Fund leveraged a further £559,000 to businesses in the city and created 58 full-time equivalent jobs.
9. The local economy has picked up. The commercial property market saw an upturn in activity in the second half of the year; the office market recorded its highest level of activity since 2007 with availability falling due to high demand. House prices have risen by almost 7 per cent over the year, outpacing the increase seen nationally. However, business growth and confidence has not so far been translated into wage growth and Norwich residents' wage rates remain below the national average.
10. In addition, newly introduced changes to the benefit system are likely to have an adverse impact upon low paid residents and disadvantaged groups in our deprived neighbourhoods and needs to be carefully monitored. The impact of welfare reform changes and punitive sanctions are threatening to cut pay levels for low paid workers (removal of working tax credits) and may act as a barrier, particularly for young people, to labour market participation.
- 11.



## Integrated impact assessment

Report author to complete	
<b>Committee:</b>	Cabinet
<b>Committee date:</b>	9 September 2015
<b>Head of service:</b>	Andy Watt
<b>Report subject:</b>	Norwich Economic Strategy Action Plan 2015-16
<b>Date assessed:</b>	
<b>Description:</b>	To seek approval for the Norwich Economic Action Plan 2015-16

	Impact			
<b>Economic (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The action plan will take forward the City's strategic economic priorities in line with service plans and partnership activities with particular focus on growth in the number of jobs and businesses in the city; business survival rates and funding leveraged to support growth.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The strategy has the potential to improve financial inclusion by helping to generate sustainable long-term employment.
<b>Social (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Equality and diversity (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Relations between groups (cohesion)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Eliminating discrimination &amp; harassment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Advancing equality of opportunity</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Transportation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The impact of this action plan on environmental impacts is difficult to quantify due to the scale of activity and number of potential variables. However, the council's overall economic strategy aims to achieve sustainable economic growth whilst the action plan includes measures with specific positive environmental outcomes. These include the development and promotion of environmental sustainability within day to day business practice, brownfield land development, investment in transport and new homes and development superfast broadband. A healthy economy will also help secure investment in transportation and the natural and built environment as well as other environmental improvements.
<b>Natural and built environment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>Waste minimisation &amp; resource use</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Pollution</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Energy and climate change</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Sustainable procurement</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>(Please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Risk management</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The action plan will deliver activities to help to manage economic risks to the city

**Recommendations from impact assessment**

**Positive**

The Action Plan 2015-16 will support strongly the council's "homes and jobs" focus, ensuring that the City Council's assets and resources do as much as possible to promote local economic wellbeing.

**Negative**

**Neutral**

**Issues**

**Economic Strategy  
Action Plan 2015-2016**

<b>Objective 1: Business and enterprise To strengthen the city's economy and ensure the right environment exists to maximise business and jobs growth</b>				
<b>Priority</b>	<b>Actions in 2015-16 to support the priorities</b>	<b>Service Area Responsibility (and key partners)</b>	<b>Outcome</b>	<b>Timescale</b>
<b>1. Generate and sustain jobs by supporting the growth of existing businesses and increasing the number of new businesses</b>	Support Norwich Enterprise Centre to deliver business start-up support services	City Development NWES	Norwich's economy grows sustainably through a focus on key sectors, growth companies, business start-ups and inward investment  Outputs generated include new jobs created, new businesses	Ongoing
	Sponsorship of Spark business bootcamp/Flourish Network for 100 female entrepreneurs at UEA enterprise centre	Prowess UEA Enterprise Centre		2015-16
	City Deal RGF/ERDF-funded Micro and Small Grants Schemes – businesses receiving grants of between £1k-£25k to expand and create employment	City Development New Anglia LEP		2015-16
	Provide information, signposting and support to pre-start, start-up and existing businesses to encourage growth, location and relocation in Norwich	City Development		Ongoing
	City Deal RGF funded Growth Hub and Growth Advisors support to new and existing businesses	City Development New Anglia LEP Chamber of Commerce Growth Hub Partners		2015-16

**Objective 1: Business and enterprise**  
**To strengthen the city's economy and ensure the right environment exists to maximise business and jobs growth**

Priority	Actions in 2015-16 to support the priorities	Service Area Responsibility (and key partners)	Outcome	Timescale
	<p>Development and promotion of environmental sustainability within day to day business practice through the Growth Advisors to enable businesses to identify and implement environmental improvements across their operational activities, reducing their environmental impact and resulting in real cost savings in terms of energy and waste.</p>	<p>City Development New Anglia LEP</p>	<p>started etc as detailed in annual review above</p> <p>Norwich's economy grows sustainably through a focus on key sectors, growth companies, business start-ups and inward investment</p>	<p>Ongoing</p>

<b>Objective 1: Business and enterprise</b>				
<b>To strengthen the city's economy and ensure the right environment exists to maximise business and jobs growth</b>				
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<b>3. Promote the development of a diverse and resilient business base by ensuring that Norwich City Council policies support economic development and employment growth</b>	Input to Norwich City Council policies (Planning, Procurement, Strategic Housing, Property) which support economic development and employment growth	City Development	Council policies support economic well being	Ongoing 2013-18
	Monitor and explore sources of "green" government funding and opportunities available to the Norwich business community	Environmental strategy City Development New Anglia LEP Growth Hub/Growth Advisors		Ongoing
<b>4. Encourage business networks and local supply chain development</b>	Membership of and support for relevant local business networks and business events - Sponsorship of Hot source talkies - Sponsorship of Norfolk Network event	City Development Chamber of Commerce Norfolk Network Hot Source Federation of Small Business	Norwich's economy grows sustainably through a focus on key sectors, growth companies, business start-ups	2015-16
	Provision of procurement advice to small and medium sized enterprises (SMEs)	Procurement team Buy Local Norfolk Federation of Small		

**Objective 1: Business and enterprise**  
**To strengthen the city's economy and ensure the right environment exists to maximise business and jobs growth**

Priority	Actions in 2015-16 to support the priorities	Service Area Responsibility (and key partners)	Outcome	Timescale
		Business Chamber of Commerce	and inward investment	

<b>Objective 2: Skills and employment</b>				
<b>To increase resident economic participation and raise productivity</b>				
<b>Priority</b>	<b>Actions in 2015-16 to support the priorities</b>	<b>Service Area and Partners Responsible</b>	<b>Outcome</b>	<b>Timescale</b>
<b>1. Work with partners to develop skills provision that matches the existing and future skills needs of local employers.</b>	Organise and promote Norwich Jobs and skills fair to ensure local residents, particularly those living in deprived communities, have appropriate skills to enable them to participate in the local economy	Local Neighbourhood Services Housing Jobcentre Plus	Norwich has effective pathways to employment which enable our people to progress into sustainable jobs	2015-16
	Activities to develop the Norwich Aviation Academy to meet the increasing demand for skilled workers in the aviation industry both locally, nationally and beyond	City Development UEA City College Norwich Norwich International Airport KLM Engineering Limited New Anglia LEP Norfolk County Council		2015-16
	Support Norfolk Apprenticeships Network to bring together training providers across Norfolk to promote apprenticeships as a valuable pathway into employment for young people, particularly those living in deprived communities	Norfolk County Council New Anglia LEP City Development		2015-16

<b>Objective 2: Skills and employment</b>				
<b>To increase resident economic participation and raise productivity</b>				
<b>Priority</b>	<b>Actions in 2015-16 to support the priorities</b>	<b>Service Area and Partners Responsible</b>	<b>Outcome</b>	<b>Timescale</b>
<b>2. Ensure wherever possible, Norwich City Council procurement is used to stimulate and sustain local job opportunities</b>	Continue to deliver the Building Futures in Norwich scheme and ensure that it is included as a contractual clause in all relevant construction contracts.	City Development Procurement Team NPS Norwich Ltd Building Futures in Norwich	Reduction in number of residents in poverty and reliant on in-work benefits	Ongoing
	Ensure that the Living Wage clause is written into all new council procurement contracts	City Development Procurement Team		2015-16
<b>3. Encourage a culture of entrepreneurship – particularly in education</b>	Activities to support enterprise and incubation facilities within local HE institutions – UEA and NUA enterprise centres	City Development UEA NUA New Anglia LEP	HE institutions drive growth through supporting knowledge intensive industries	Ongoing
	Continue to build relationships with local schools and colleges to promote entrepreneurship and raise awareness of the city's businesses/career opportunities	City Development City College Norwich Norwich Schools	Move more young people into positive destinations	2015-16

<b>Objective 2: Skills and employment</b>				
<b>To increase resident economic participation and raise productivity</b>				
<b>Priority</b>	<b>Actions in 2015-16 to support the priorities</b>	<b>Service Area and Partners Responsible</b>	<b>Outcome</b>	<b>Timescale</b>
<b>4. Promote transferable skills training and development initiatives enabling a more flexible workforce able to respond to new opportunities</b>	Ensure that Building Futures in Norwich provides apprenticeships and on-the-job training for young people, other unemployed residents and disadvantaged groups with the aim of providing sustainable employment for the future	City Development Procurement Team Building Futures in Norwich	Norwich has effective pathways to employment which enable our people to progress into sustainable jobs	Ongoing
	Ensure that residents employed through Building Futures in Norwich are trained in the green construction skills required for retrofitting and the low carbon building techniques required for PassivHaus	City Development Procurement Team Building Futures in Norwich	Reduce the proportion of residents without qualifications particularly in deprived communities	
<b>5. Work with partners to ensure that highly skilled people are retained in the local economy</b>	Continue to work with Norfolk Network members to nurture high growth tech companies that will attract locally based highly skilled workers.	City Development Norfolk Network UEA/NUA	HE institutions drive growth through supporting knowledge intensive industries  Increase number of	Ongoing

<b>Objective 2: Skills and employment</b>				
<b>To increase resident economic participation and raise productivity</b>				
<b>Priority</b>	<b>Actions in 2015-16 to support the priorities</b>	<b>Service Area and Partners Responsible</b>	<b>Outcome</b>	<b>Timescale</b>
			residents with high level qualifications	
6. Ensure that all Norwich residents are able to benefit from economic growth	Commission research to assess impact and levels of zero hour contracts, insecure employment and employment status among Norwich residents	Performance and Policy Neighbourhood Teams City Development	Reduction in poverty and increased equality of opportunity so that everyone can achieve their full potential	2015/16
	Promote the Community Challenge Fund to charities and social enterprise to help the most disadvantaged people into work,	New Anglia LEP Performance and Policy Neighbourhood Teams City Development		2015/17
	Support relevant actions in the Reducing Inequalities action plan	Performance and Policy Neighbourhood Teams City Development		2015/16

<b>Objective 3: Infrastructure for business</b>				
<b>To make sure that Norwich has the appropriate infrastructure to attract and retain businesses whilst maintaining quality of environment</b>				
<b>Priority</b>	<b>Actions in 2015-16 to support the priorities</b>	<b>Service Area and Partners Responsible</b>	<b>Outcome</b>	<b>Timescale</b>
<b>1. Pursue improvements in next-generation digital and communications infrastructure for businesses</b>	Delivery of free Wi-Fi network in the city centre	City Development Norwich BID Company City centre businesses	Improved access to markets and increased productivity	2015-16
	Promote and deliver the Superfast Britain Broadband Connection Vouchers to SMEs in Norwich.	City Development		2015-16
<b>2. Contribute towards the development of an improved and effective sustainable transport infrastructure to support planned growth</b>	<ul style="list-style-type: none"> <li>• Pedestrianism of Westlegate</li> <li>• Reduction of traffic on St Stephens Street to improve pedestrian experience</li> </ul>	City Development	Reduction in congestion, less traffic entering city centre, improved public transport, better movement of goods and people	2015-16
<b>3. Provide timely and proportionate advice on planning to encourage businesses to locate and expand in</b>	Ensure information on website is up-to-date and that officers make time to give advice where appropriate	Planning	Norwich's economy grows sustainably through a focus on key	2015-16

<b>Objective 3: Infrastructure for business</b>				
<b>To make sure that Norwich has the appropriate infrastructure to attract and retain businesses whilst maintaining quality of environment</b>				
<b>Priority</b>	<b>Actions in 2015-16 to support the priorities</b>	<b>Service Area and Partners Responsible</b>	<b>Outcome</b>	<b>Timescale</b>
<b>Norwich</b>			sectors, growth companies, business start-ups and inward investment	
<b>4. Maintain and improve the supply of employment land and business premises, particularly in Norwich city centre</b>	<ul style="list-style-type: none"> <li>• Master planning activities to redevelop redundant and under-utilised employment land and premises - the airport industrial estate.</li> <li>• The new car park at Rose Lane is on track for completion in January 2016. This will release the original surface car park for further regeneration in the city.</li> </ul>	NPS Norwich Ltd City Development Private sector partners		2015/16

<b>Objective 3: Infrastructure for business</b>				
<b>To make sure that Norwich has the appropriate infrastructure to attract and retain businesses whilst maintaining quality of environment</b>				
<b>Priority</b>	<b>Actions in 2015-16 to support the priorities</b>	<b>Service Area and Partners Responsible</b>	<b>Outcome</b>	<b>Timescale</b>
<b>5. Ensure an adequate supply of affordable housing and that the overall housing mix is appropriate to the needs of the local population</b>	<ul style="list-style-type: none"> <li>• Work with partners to meet the housing policy requirements as set out in the Joint Core Strategy/Local Plan to ensure a balanced mix of housing types, sizes and tenures across the city.</li> <li>• Identify land for disposal to Registered Providers for the delivery of affordable housing</li> <li>• Start on site for Phase 2 at Three Score 172 dwellings built to “Passivhaus” standard of which 57 are affordable, Goldsmith Street (105 dwellings all of which are affordable), and Hansard Close (10 dwellings all affordable).</li> <li>• Delivery of 43 affordable dwellings</li> <li>• Of the 43 completions, 33 are to be built on council land or purchased by the council from developers.</li> <li>• Facilitation of the new housing with care unit which includes a new state of the RT dementia unit</li> <li>• Installation of the main spine road of the larger Bowthorpe development site. Meaning that the entire 1000 home site will be serviced.</li> </ul>	City Development Planning NPS Norwich Homes and Communities Agency	Norwich is a place where people want to live because of the range, quality and affordability of the housing available,	2015-16

<b>Objective 4: Profile and investment</b>				
<b>To raise the profile of Norwich as a high quality place to do business and to work, live and visit</b>				
<b>Priority</b>	<b>Actions in 2015-16 service to support the priorities</b>	<b>Service Area and Partners Responsible</b>	<b>Outcome</b>	<b>Timescale</b>
<b>1. Promote a strong and coherent image of Norwich capitalising on its particular strengths as a business location including our intention to be a prominent centre for the digital creative industries</b>	Work with partners in both public and private sector across all sectors to promote Norwich, providing information and data to demonstrate particular strengths and support inward investment <ul style="list-style-type: none"> <li>- Norwich Local Economic Assessment</li> <li>- Norfolk Growth Prospectus</li> <li>- New Anglia SEP</li> <li>- City council web-based economic information</li> <li>-</li> </ul>	City Development New Anglia LEP (NALEP) Norwich Research Park Norwich University of the Arts Norwich Business Improvement District (BID) Private sector businesses	Raise Norwich's profile as a key business location, nationally and internationally	Ongoing
	<b>2. Work closely with partners to attract private and public sector investment that will drive sustainable growth</b>	Support and inform member representation on New Anglia LEP Board to ensure that Norwich's position as the LEP's key economic driver is understood and recognised		City Development New Anglia LEP (NALEP)
	Work with New Anglia LEP to raise awareness of Norwich and its particular sector specialisms with UK Trade and Investment	City Development New Anglia LEP (NALEP) UK Trade and Investment		

<b>Objective 4: Profile and investment</b>				
<b>To raise the profile of Norwich as a high quality place to do business and to work, live and visit</b>				
<b>Priority</b>	<b>Actions in 2015-16 service to support the priorities</b>	<b>Service Area and Partners Responsible</b>	<b>Outcome</b>	<b>Timescale</b>
<b>3. Work with city centre partners to maintain a vibrant city centre that is unique in its heritage and cultural tourism offer</b>	Representation on Norwich BID Board to jointly develop initiatives to increase city centre vitality	Communication, Customers and Culture Norwich Business Improvement District (BID)	The city centre is an attractive place to live, work, visit or invest	Ongoing
	Programme developed to provide free city centre events to promote participation and engagement and increase footfall/visitors	Communication, Customers and Culture Norwich Business Improvement District (BID) City Development		
<b>4. Use policy tools to enhance and retain mixed use of the city centre with a focus of high quality office, retail and leisure development and with housing and education development playing a complementary role</b>	Continue to work with developers to encourage mixed use redevelopment of city centre brownfield sites, particularly those allocated in the Local Plan, along with other sites throughout the city.	City Development Planning		Ongoing